
Department of Veterans Affairs



One-VA Enterprise Architecture Communication and Training Plan

Version 4.1

February 28, 2006

Communications is to the organization what oil is to a motor.

A motor could not operate without oil. Given a minimum amount, it would work for perhaps a few minutes, but after a while, the entire motor would break down. Thus, this motor will only work properly with the appropriate amount of oil as per the manufacturer's recommendation.

- Pierre F. Bergeron, Translated from the original French

Revision History

Date	Revision	Description	Author
12.12.05	4.1	Initial Version	Tamara F. Greene, Office of Enterprise Architecture
1.27.06	4.1a	Communications and Training Plan	Tamara F. Greene, Office of Enterprise Architecture
2/10/06	4.1b	Additional information added about Business Questions Inventory , requirements for training plan and on-line tutorials	Tamara F. Greene, Office of Enterprise Architecture

Enterprise Architecture Communication and Training Plan

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INTRODUCTION

The purpose of this Communication and Training Plan is to describe the structure for communicating VA Enterprise Architecture to stakeholders and training them on the use and usefulness of VA EA. Communication and training go hand-in-hand to create consistently useful and informative key messages which align with objectives of the *Department of Veteran Affairs, Strategic Plan 2003-2008* and improve service to veterans by meeting business needs. This plan will describe the structure and approach by which to achieve this goal.

BACKGROUND

Organizational History

The Office of Enterprise Architecture Management (OEAM) oversees and manages the development and implementation of the IT standards, and the strategic planning policy of the Department's Enterprise Architecture (EA) activities as required by the Clinger-Cohen Act. The products of the EA discipline provide direction and guidance for the application of information technology to the business needs of the Veterans Administration (VA).

On April 4, 2001, the Secretary of Veterans Affairs testified before the House Veterans' Affairs Subcommittee on Investigations and Oversight and promised to reform the current out-of-date information technology architecture in use at VA. He pledged to identify a new Enterprise Architecture that will end the current practice of maintaining "stovepipe" systems designs that use incompatible systems development, and he pledged to end the collection of data that does not yield useful information.

To achieve the Secretary's vision, the VA EA Innovations Team developed an EA strategy that identified and adopted the Zachman Enterprise Architecture framework to organize the One-VA EA. The resulting strategy, "Enterprise Architecture: Strategy, Governance, and Implementation," published in August 2001, provided the governance system based on decentralized implementation of IT and centralized management of the enterprise architecture.

Subsequently in April 2002, VA published the "One-VA Enterprise Architecture Implementation Plan: FY 2002." The One-VA EA Implementation plan serves as the critical reference tool for VA enterprise architects, executive, program/business managers, and information technology manager and workers involved in the development and execution of the One VA EA. In addition the plan details how the Department will evolve its On-VA EA on an incremental basis each fiscal year. On June 16, 2005 a draft revision of OneVA Enterprise Architecture Guidance was issued which sets out seven guiding principals from the Chief Architect to which "[a]ll VA architects, program managers, project coordinators, and technicians will adhere." to this guidance

Current and Past Approach to Communications

One-VA Enterprise Architecture Communication Plan, Version 1.0 was released July 8, 2002. While the goals and objectives of this plan were solid, if cursory, it is not clear if any effort was taken to implement communications based on the tasks and implementation schedule given in Version 1.0.

At the current time, two-way communications between business leaders and EA is only beginning and is critical to the success of Enterprise Architecture.

GOALS AND OBJECTIVES

The mission of the One-VA Enterprise Architecture is to develop and implement an evolutionary, high-performance, One-VA Information technology architecture, aligned with our program and business goals that enable enterprise-wide function, process and data integration. The 1996 Clinger-Cohen Act, Federal agency mandates CIOs with developing, maintaining and facilitating the implementation of an integrated Enterprise Architecture across their departments.

Part of “facilitating the implementation” of Enterprise Architecture is communicating the products of EA and encouraging their use across the business lines of the VA Administrations. Putting the technology in place without necessary communications and training on what it is and how to use it does not fulfill the purpose of having Enterprise Architecture. Enterprise Architecture must put into place a structure for identifying stakeholders and for regularly assessing their needs in order to meet the future vision of Enterprise Architecture and ultimately to serve the business needs of the veteran.

Goals of Enterprise Architecture Communication and Training:

- To identify both internal and external stakeholders and determine effective channels and methods of communicating;
- To establish communication and training projects which create urgency, awareness and interest in VA Enterprise Architecture;
- To create credibility for VA Enterprise architecture with stakeholders; and
- To meet the business needs of stakeholders.

Successful implementation of this plan will yield:

- Increased usability of VA Enterprise Architecture;
- Reduce risks associated with stakeholder behavior that could thwart initiative;
- Gain buy-in and promote acceptance of EA products and services;
- Establishment of collaborative functions with business-lines and stakeholders for the future development of EA products; and
- Trained internal and external staff on EA usage and impacts
- Increased usage of the Enterprise Architecture website for everyday working requirements.

SCOPE OF COMMUNICATION AND TRAINING PLAN

This Communication and Training Plan will cover the Office of Information and Technology, Enterprise Architecture, Department of Veterans Affairs and its communication of and about the products of Enterprise Architecture with stakeholders. It will lay out the top-level framework for strategic implementation. Separate requirements and planning documents will cover the details of the strategic communication projects.

The Enterprise Architecture workability and support both depend on the technical product testing, testing feedback process and, maintenance and support, which while mentioned here as a function of establishing credibility, are out of the scope of communication planning.

REQUIREMENTS

Methodology for Creating Communication and Training Plan

The following is the methodology used for developing this Communication and Training Plan. Plan assessment took into account the communications needs and requirements of Enterprise Architecture and the requirements of the Communication and Training Plan. The design of this plan required framework and flexibility for creating communication projects, given the rate of growth and change within the department.

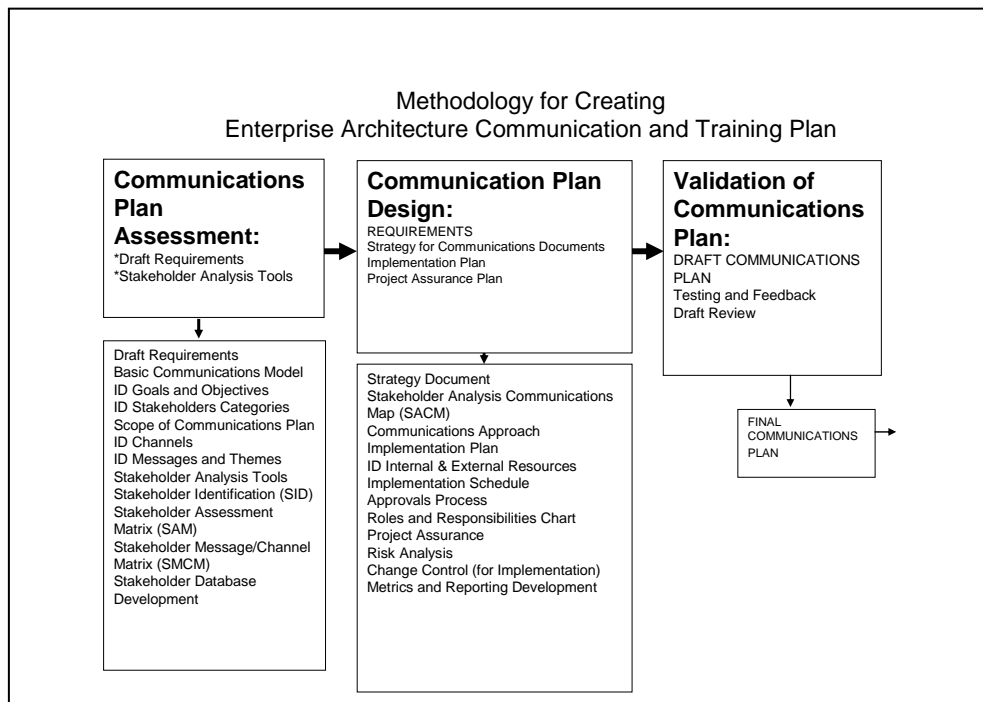


Figure 1 Methodology for Creating Communication and Training Plan

Basic Communication Model

Figure 2 is a basic communication process for Enterprise Architecture of broadcasting and receiving information. This will later be refined into specific messages, channels and targets and expressed in the Stakeholder Analysis Communication Mapping. (See, SACM, Table 2 below)

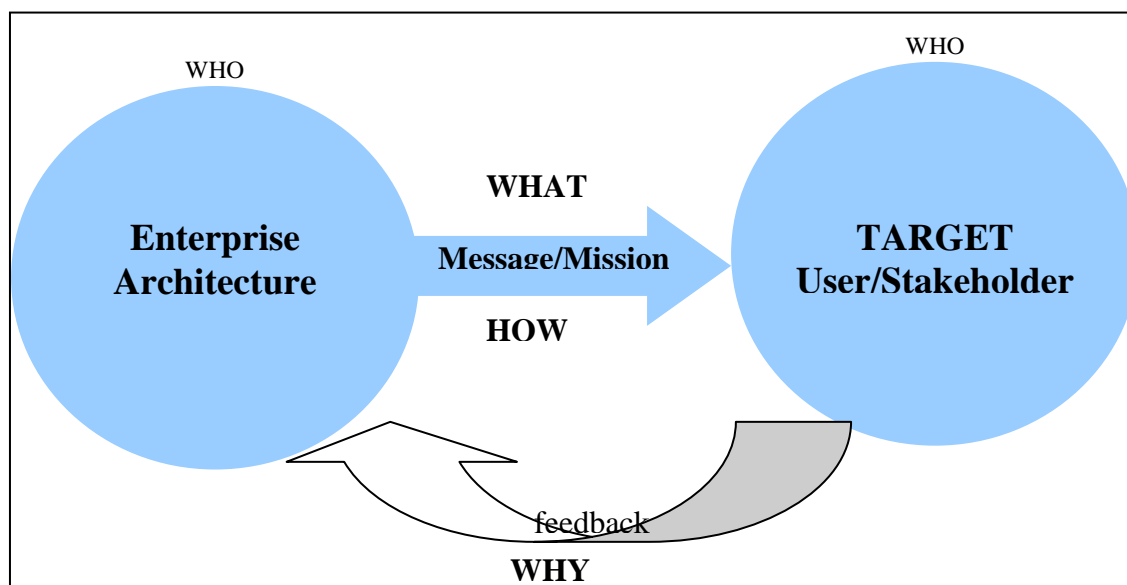


Figure 2 Basic Communication Model

Stakeholder Engagement

Engaging our stakeholders is key to meeting the objective of stakeholder collaboration and the formation of working groups for EA, as well as aligning goals to reduce risk and advance performance. The first steps are to inventory EA stakeholders, to map their relationships, and to develop a strategic plan to reach them.

Messages to Stakeholders

Enterprise Architecture has developed the paradigm of being “*Best Practices in Information Investment, Best Service to Veterans.*” From this paradigm, a few key messages will be developed and repeated to our stakeholders will ensure clarity and consistency.

Communication Projects

Enterprise Architecture will need as many types of communication projects as possible to convey their message. These projects types and examples are listed below:

- Human Factors involve actions that must touch people directly or indirectly to make an impact
 - o Training
 - o Meetings
 - o Conferences
 - o Phone Calls
 - o Presentations
 - o Interviews
- Collateral Materials are written materials or specialty items which can stand alone in making a marketing statement
 - o Brochures
 - o Posters
- Public Relations - the acts of communicating what you are to your audience
 - o Press Releases
 - o White Papers
 - o Newsletters
 - o Mission Document
 - o Websites

Specific projects will be in continuously identified and developed based on the needs of specific categories and classifications of stakeholders. They will have their own project charters, schedules, and metrics. Initial communication projects and implementation schedules are outlined in this document.

COMMUNICATION AND TRAINING STRATEGY

To establish EA credibility, we must have well defined, attributable, workable and supported products. Our targets must use our products and depend on them to support their business needs.

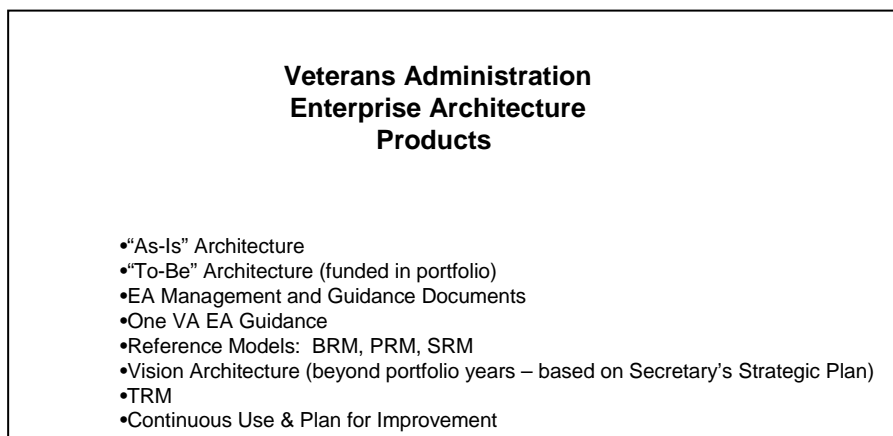


Figure 3 Enterprise Architecture Products

Enterprise Architecture will

1. Identify and analyze stakeholders;
2. Identify and define projects based on stakeholder requirements;
3. Plan communication projects;
4. Execute communication project; and
5. Obtain feedback and validate communication projects.

The lifecycle of Communication Projects is diagrams below:

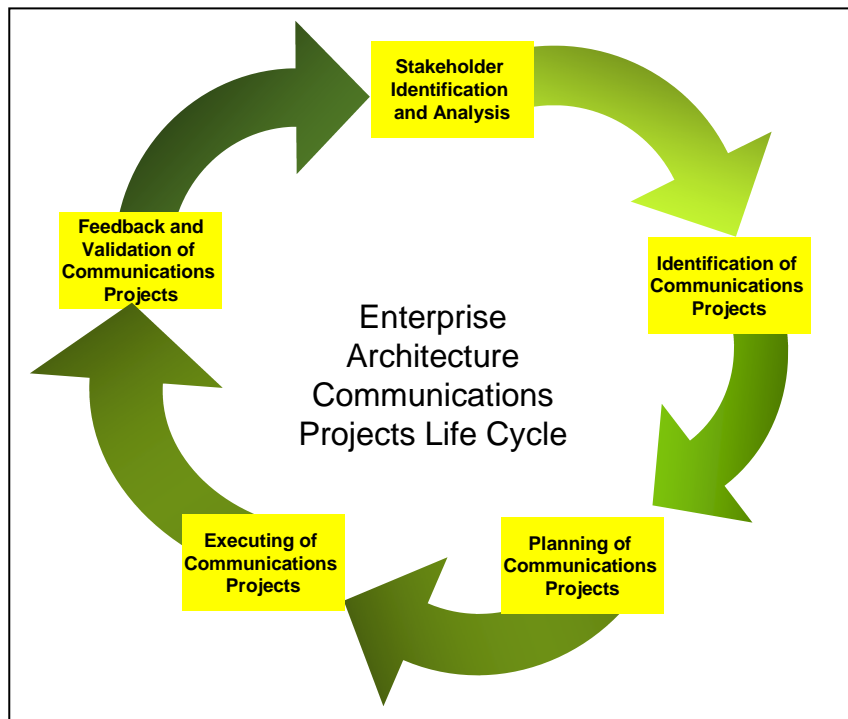


Figure 4 Life Cycle of Communication Projects

Stakeholder Identification and Analysis

The single most important step in engaging Enterprise Architecture stakeholders is to analyze who they are, what they are interested in, how they impact VA Enterprise Architecture. The tools described below will be updated and used to support the development of communication projects.

Stakeholder Identification

The definition of an Enterprise Architecture stakeholder is any person or group having a vested interest in or expectation from the performance of the Veterans Administration Enterprise Architecture. The Business Process Model (BPM) defines the functions, processes and relationships of the business lines and serves as a foundation for stakeholder analysis. Stakeholders can either have an effect on or be affected by VA Enterprise Architecture. They can be within the administrations, other government agencies or external industries suppliers. They are generally classified as designers, users,

and policy related. The stakeholder identification matrix (SID) below will be kept and continuously updated for departmental use.

EA Stakeholder Identification	Category		
Classification	Policy and Governance	Users	Designers
Administrations			
Government External			
Industry Experts			

Table 1 Stakeholder Identification Matrix (SID)

Stakeholder Assessment

Knowing who the Enterprise Architecture stakeholders are, helps to determine what their motivations and goals are with respect to Enterprise Architecture. How Enterprise Architecture communicates with them and in what ways is directly related to their importance and impact on the architecture. The stakeholder assessment matrix (SAM) below captures the information needed to determine individual channels of communications for stakeholders.

EA Stakeholder Assessment Matrix					
Stakeholder	Goals, Motivations	Power and influence	Importance to EA	Impact of EA	Role in EA

Table 2 Stakeholder Assessment Matrix (SAM)

Key Messages and Channels

- Improved Usability
- EA is not a “business as usual” solution.
- Enabling next generation technology
- Best Practices in Information Investment, Best Service to Veterans

At the same time, messages for specific audiences need to be tailored to suit the need of each stakeholder. The communication needs say what Enterprise Architecture can do for the stakeholder and what Enterprise Architecture needs from each category and classification. Below is a matrix to capture the message identification.

EA Stakeholder Message/Channel Matrix	Information to be Communicated	Method of Communication	Desired Outcomes of Communication
Stakeholder Category/Classification			
Administrations Government External Industry Experts Policy and Governance Users Designers			

Table 3 Stakeholder Message and Channel Matrix (SMCM)

EA Business Questions Inventory

In accordance with OMB guidance, OEAM will establish an Inventory of business questions which will aid in the establishment of requirements for future versions of EA as well as modifications to the current version. The foundations for questions to EA Stakeholders will be addressed in several forums. During the business line verification project, information will be gathered in interviews with Business Lines Representatives. In regularly held Architecture Review Meetings and Conferences information will be gathered by questionnaire or through presentation discussions. Participants will be asked for feedback on the following questions:

- What business questions do you want the VA Enterprise Architecture to be able to answer?
- What information should be added to the VA Enterprise Architecture to make it more useful to you and your organization?
- What are your other suggestions for making the Enterprise Architecture more useful to its “consumers”?
- How would you want to participate in building the VA Enterprise Architecture?

The inventory will take the following format:

Inventory of Questions from EA to Business		
Business Question No.	Date	Business Question
0.001	2/28/2006	What business questions do you want the Va Enterprise Architecture to be able to answer?
0.002	2/28/2006	What information should be added to the VA Enterprise Architecture to make it more useful to you and your organization?
0.003	2/28/2006	What are you other suggestions for making the Enterprise Architecture more useful to its "consumers"?
0.004	2/28/2006	How would you want to participate in building the VA Enterprise Architecture?

Table 4 – Inventory of Questions from EA to Business

Questions will be added to this list as the system develops.

The current objective is to get from the stakeholders a list of business questions that they would like the Enterprise Architecture to be able to answer. In other words, we want businesses to answer our questions, with questions which the EA can answer.

The unique identification of these questions will allow the development of a database for tracking.

Inventory of Business Questions Directed to EA							
Business Question Number	Stakeholder Question to EA	Stakeholder Name & Contact Information	Question Venue	Question/Issue Classification	Action	Suspense	Status

Table 5 – Inventory of Business Questions to EA

The “Stakeholder question to EA” will then be classified as an actionable item or not – or sent back to the original stakeholder for further clarification of the question. Action items will then proceed through the Change Implementation Process below to be fleshed out for new EA requirements or system modifications.

The current Inventory of Business Questions to EA was taken from the recent Architectural Review Meeting in Salt Lake City, February 15, 2006 and is included in this plan as *Appendix I*.

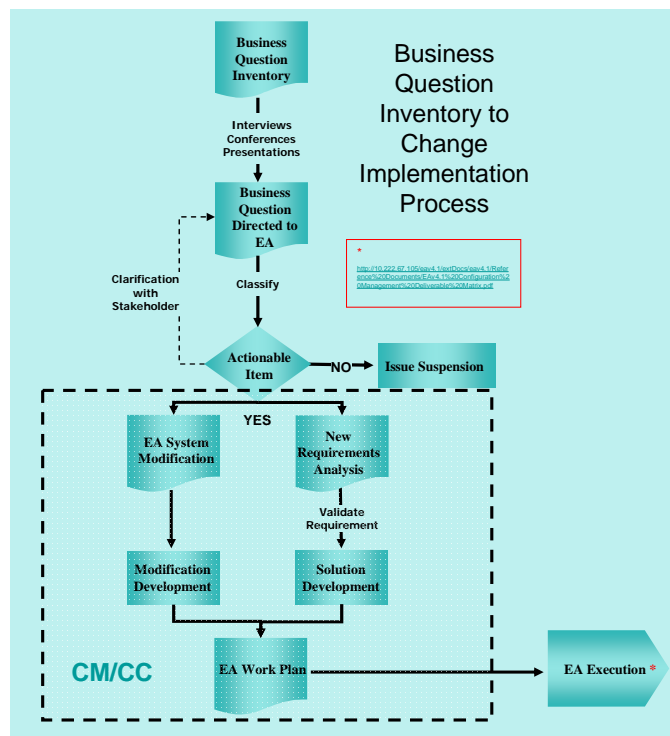


Figure 5 Business Question Inventory to Change Implementation Process

Identification of Communication Projects

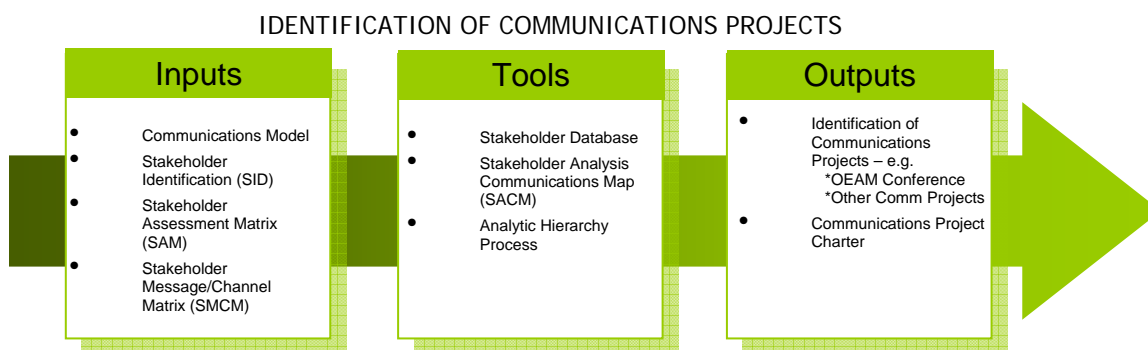


Figure 6 Identification of Communication Projects

Refined Model – Stakeholder Analysis/Communication Mapping

The scope of the Communication and Training Plan relationships is illustrated in the Figure 6 below:

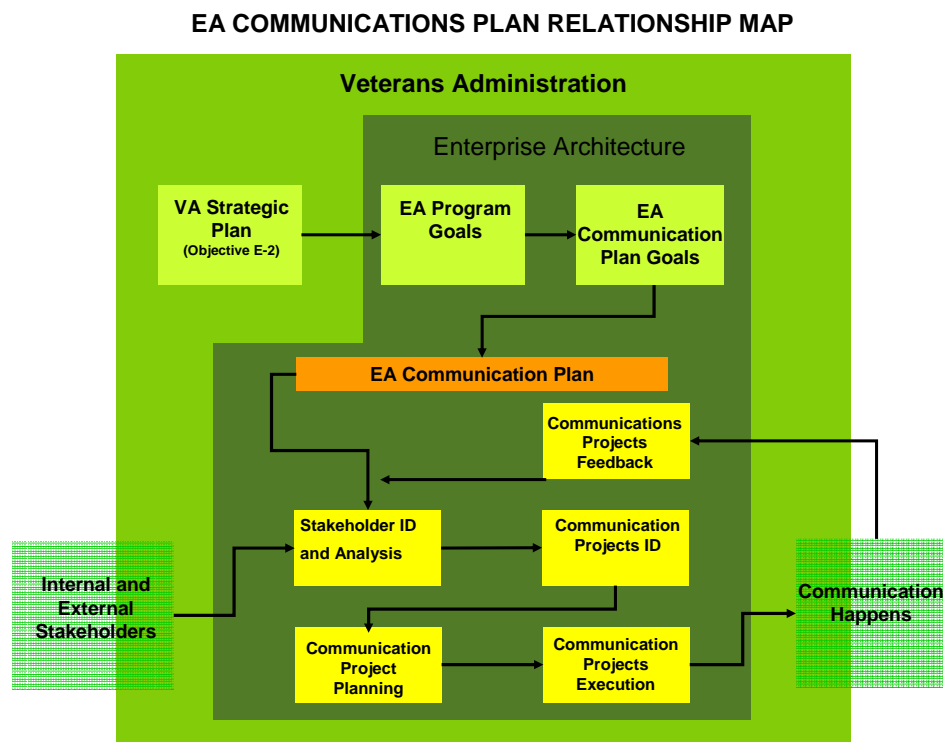


Figure 7 EA Communication and Training Plan Relationship Map

The Stakeholder Analysis Communication Mapping (SACM) serves as a dynamic tool for the definition of communication projects.

EA Stakeholder Communicati on Map	Category			Information to be Communicated (*from SMM)	Schedule	Method of Communication (Channel) (*from SAM)	Responsible Person or Team
	Policy and Governance	Users	Designers				
Classification							
Administrations							
	x						
Government External							
	x						
Industry Experts							
	x						

Table 6 Stakeholder Analysis Communication Mapping (SACM)

Stakeholder Database

The specific stakeholder contact information will be stored in an EA Stakeholder Database. This database will be used to generate information for specific projects and channels. This database will be designed and maintained by EAS staff and will act as a central location for specific EA stakeholder communications.

Communication Projects Identification

Projects will be selected for targeted stakeholders in the project categories of:

- Human Factors
- Collateral
- Public Relations

Examples of projects in these categories are outlined above.

Using the Stakeholder Analysis Communication Map and Decision Support system we will use the Analytic Hierarchy Process to identify communication projects.

The Analytic Hierarchy Process (AHP) is a method of breaking down complex unstructured decisions relating to communication projects into its component parts; arranging these parts into a hierarchic order; deriving ratio scale priorities from subjective judgments or the relative importance of each variable; and synthesizing the judgments to determine which variables have the highest priority and should be acted upon to influence the outcome of the decision on communication projects

AHP combines the deductive approach, which focuses on the parts or the problem and the systems which focuses on the working of the whole. AHP organizes feelings and intuitive judgments as well as logic so that complex inputs can be mapped as perceived. The crucial contribution of the AHP is that it lends structure to complexity and then measures and synthesizes the multitude of factors involved in complex decisions. AHP also allows decisions based on a 'pre-casual' understanding; namely our feelings and judgments about the relative impact of one variable on another. The first step in using the AHP is to develop the hierarchy by breaking down the problem into its components. The

four major levels of the hierarchy are the goal, the objectives, the sub-objectives, and the alternatives gained from the Stakeholder Analysis Communication Map (SACM) defined in Table 4 above.

Training Projects

Having a complete and well documented Enterprise Architecture allows for the VA to make more effective decisions about which IT projects to pursue and the technology or products to use in the implementation. The EA Training projects recognize that the VA requires qualified staff to implement our enterprise architecture. Everyone who needs to touch VA Enterprise Architecture should have a basic understanding of what it is and how it can help them to do their job. According to “A Practical Guide to Federal Enterprise Architecture,”

It is the responsibility of agency executive management to institutionalize the control structures for the EA process as well as for the agency CPIC and SLC processes. For each decision-making body, all members should be trained, as appropriate, in the EA, the EA process, and the relationship of the EA to the CPIC and SLC. Specific training, at various levels of detail, should be tailored to the architecture role of the personnel.

Anyone who might bring forward a proposal to the Capital Investment Council (CIC), such as domain managers and project managers should understand the requirement for EA assessments. To adequately evaluate an investment proposal, the CIC needs specific information. Individuals creating the investment proposals should be trained, as appropriate, in the criteria and submission requirements. Appropriate training will prepare the staff to assess the compliance and correct any deficiencies that exist prior to submission.¹

Training Lifecycle

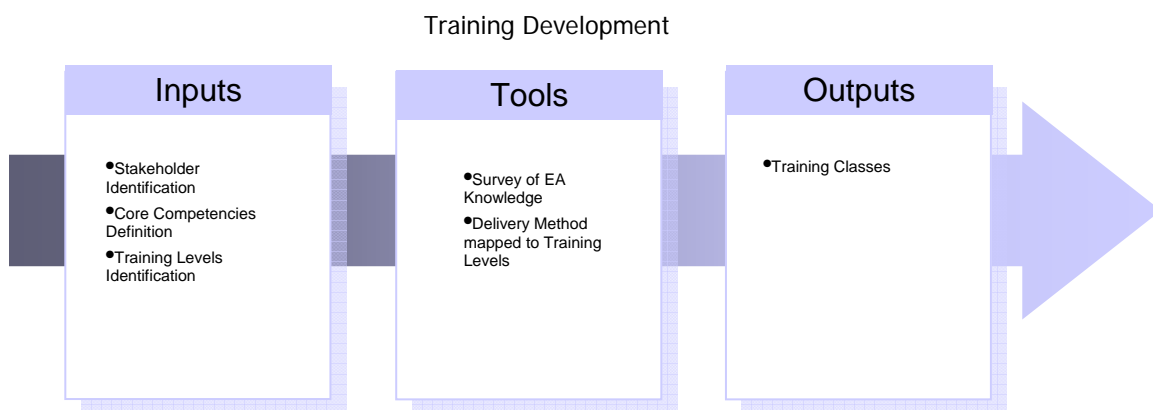


Figure 8 Training Development Cycle

¹ *A Practical Guide to Federal Enterprise Architecture*, Chief Information Officer Council, Version 1.0, February 2001, p. 45.

Stakeholder identification is the foundation of any communications or training. It puts faces on the groups, employees and students to which we want to communicate VAs Enterprise Architecture. This is the “who” in our basic communication model (see Figure 2, p. 10 above.) The core knowledge needed in different jobs and in different administrations of VA varies with the stakeholder function.

Training will be conducted at three levels:

Level 1 - Orientation to VA Enterprise Architecture – will be an introductory training to EA available to all of VA. Mandatory training for OEAM.

This orientation is intended to be VA specific and give the student a foundation in:

- What VA Enterprise is
- How Enterprise Architecture is used at VA
- The Benefits of Enterprise Architecture
- How Enterprise Architecture impacts their job

Level 2 – Instruction on how to use the EA website. This is detailed instruction on how to use the VA Enterprise Architecture and will be broken down into major stakeholder categories, as defined in the architecture (Project Managers, Investment Portfolio Managers, OMB & GAO Reviewers and Business Stakeholders). This training will be available to major stakeholders. Mandatory training for OEAM. It will cover:

- How to navigate to useful information on the website
- Suggested usage for each stakeholder category

Level 3 – More advanced training will be developed which will include full understanding of EA Requirements and how to use specialized areas of the architecture.

Post Training Evaluation

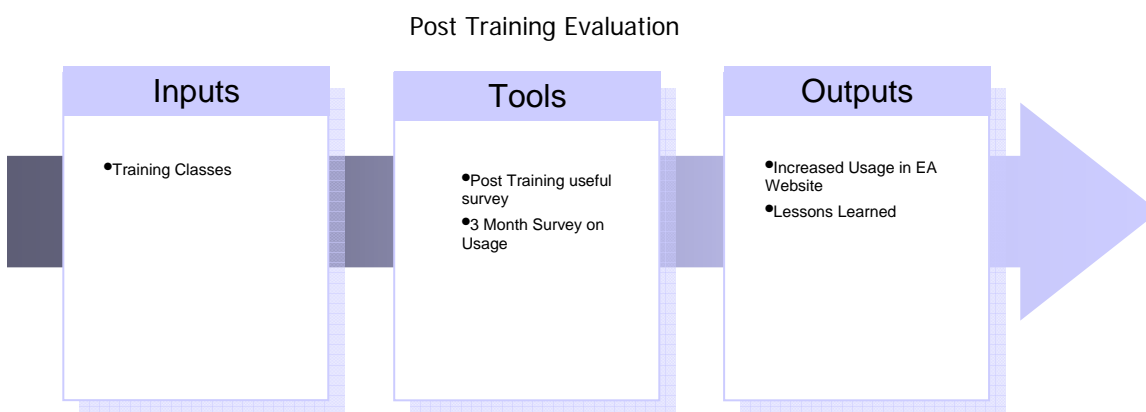


Figure 9 Post Training Evaluation

The true value of training is in the feedback and the test is in measuring increased awareness and use of the EA Website. The goal is to be able to deliver the right information to the right decision makers at the right time. By evaluating the tool of EA

training post training and three months after training and putting this with website usage figures, we will be able to track success of the training program.

Planning and Executing Communication and Training Projects

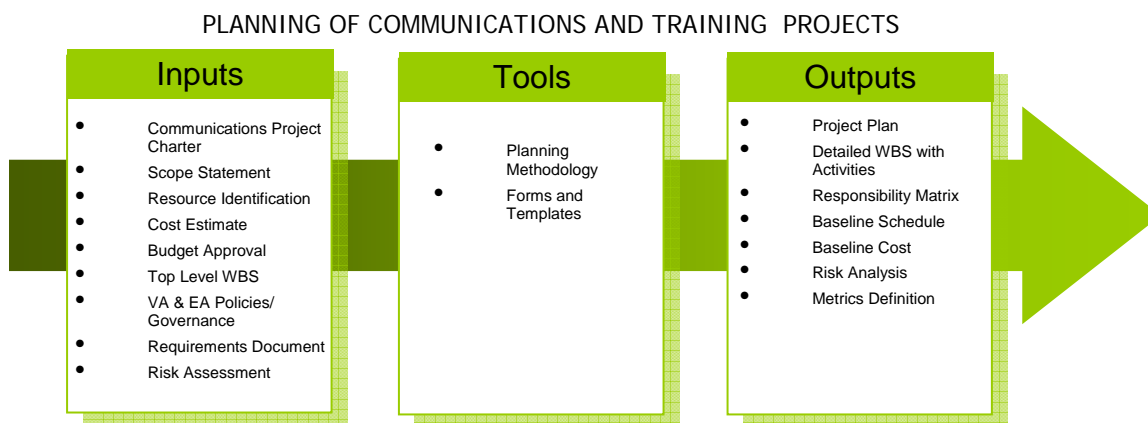


Figure 10 Planning of Communication and Training Projects

An outline of the required elements of the communication project charter is contained in Appendix A.

Planning Methodology

The planning of communication and training projects, while not within the scope of this plan for specific projects, will take into consideration good project management planning methods. The first things to ask are:

- What will be delivered precisely during the project?
- How it will be delivered and who will be in charge?
- When this will the communication project be done?

The following is a brief methodology to following during the planning phase of any EA communication and training project:

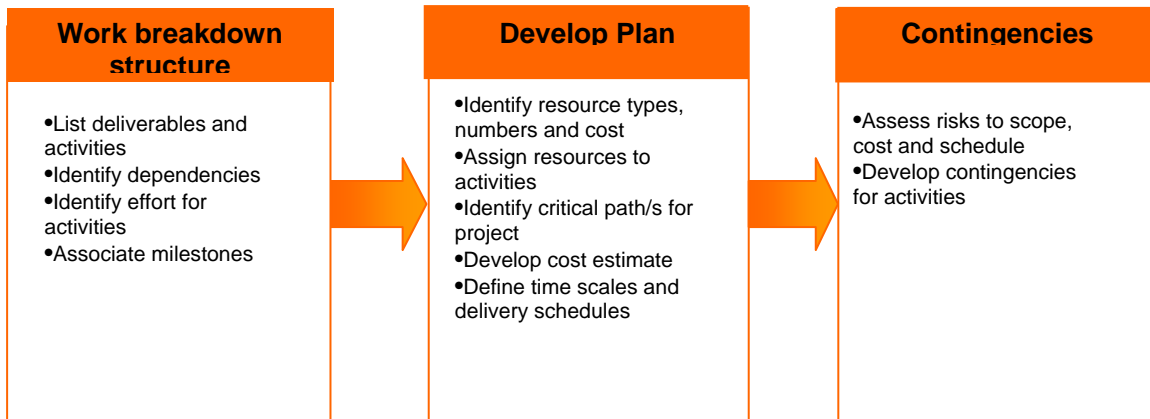


Figure 11 Planning Phase of EA Communication and Training Projects

More forms and templates for planning EA communication projects are contained in Appendices B-E below.

Project Execution Tools

EXECUTION OF COMMUNICATIONS AND TRAINING PROJECTS

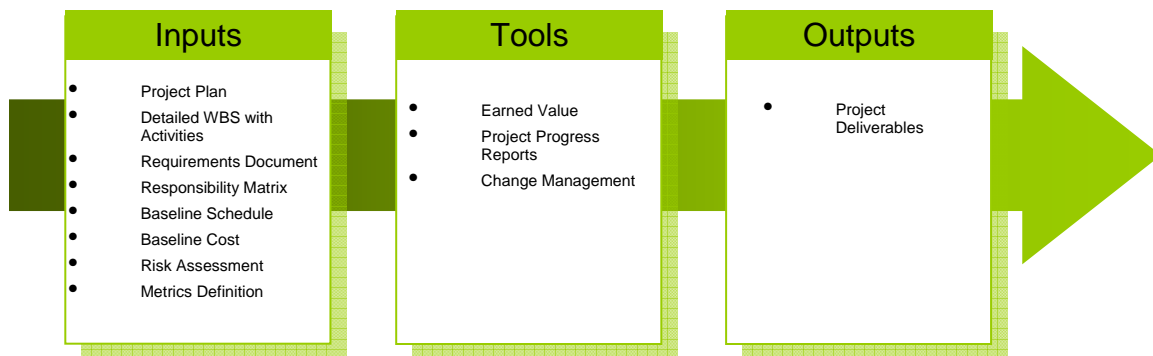


Figure 12 Execution of Communication and Training Projects

Control and progress report can be accomplished using basic scheduling tools such as milestones and Gantt charts. The project schedule is the primary tool for project progress reporting visibility. Project management software can produce schedule status reports at multiple levels of detail for different target audiences. A status report can focus on the modified Gantt chart with important features highlighted or summarized in separate reports. The key elements for this status effort involve lists of recently completed tasks, in-progress tasks, tasks about to commence, recently approved changes, and schedule variance analysis. The status concludes with presenting the most recent forecast completions of intermediate milestones and the overall project completion date.

One method to document the comparison between the baseline schedule and the status is to use the Gantt chart. This horizontal bar schedule is an easy way to document schedules at a high level by showing the work package or higher-level project component's start, finish, duration, and relationship between events and calendar dates in a graphical pictorial. It can further illustrate the relationship between work activities

(with or without duration), and milestones (representing major achievements or critical points of the project).

Furthermore, the Gantt chart allows the PM to efficiently communicate the work progress against the baseline schedule, as well as any modifications made to the expectations of future work schedules. The use of the Gantt chart is especially helpful to see the project schedule as a ‘big picture’. A sample Gantt chart is contained in Appendix D.

A template for EA communication project progress reporting is contained in Appendix F.

Feedback and Validation of Communication and Training Projects

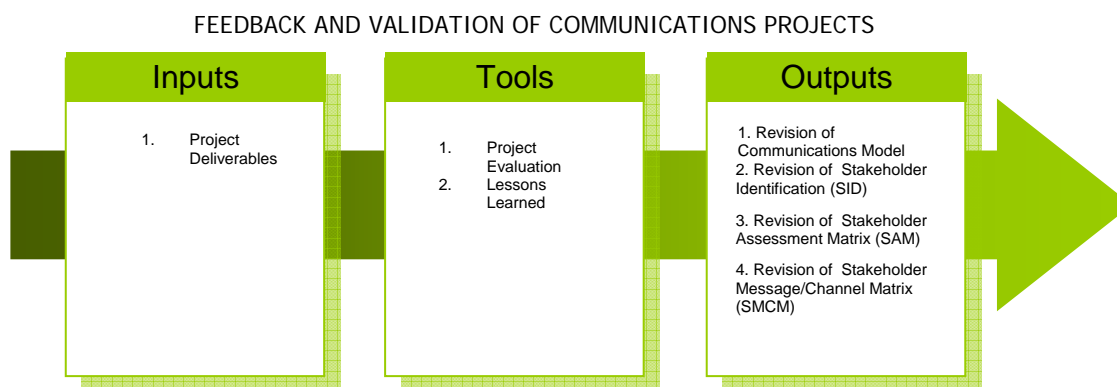


Figure 13 Feedback and Validation of Communication Projects

Stakeholders will be affected by how well you discover and record lessons learned. Your staff will rely on the project to land their next assignment, in fact many of their subsequent assignments can be affected by how their performance was perceived and recorded in close out. The “official” archives that wind up stored during close out will influence the selection of future projects and the resources devoted to them.

Project Documentation and Archive

EA Communication and Training Project Documentation will be archived on the EAS common drive to include:

- Charter
- Plan
- Progress Reports
- Project Evaluation
- Lessons Learned

Prior to the inception of any future projects, this material will be reviewed and incorporated into the future project.

PROJECT AND PLAN ASSURANCE

Project Risk and Issue Analysis Process

In FY05 the PAIR process was introduced to track program scope, assumption, issues and risks. A PAIR document for each communication project is filed on the EAS

common drive. Each communication project lead will use the PAIR documents to record program issues and maintain a risk management record.

PROJECT SCOPE:

Include project scope description

ASSUMPTION LIST

No.	Assumption Description	Issue/Risk Analysis
A-00-001	<i>States assumptions made in the process of planning</i>	
A-00-002		

ISSUES LIST

No.	Issue Title/Description	Risk Analysis	Status
I-00-001	<i>List issues in a question format</i>	R001	C
I-00-002		R002	P

ISSUES STATUS CODE KEY:

O – Open, awaiting action P – Pending, action in progress C- Completed, no longer an issue

RISK LIST

Date of last review	Risk #	Risk rating	RISK Description IF	RISK Impact THEN	Approach (Mitigate Transfer Accept)	Action/ Contingency Plan Yes/No	Owner of Risk
7/05/05	R001	H	<i>Document issues using impact statements of “If– Then”. IF the issue escalates, THEN the impact will be . . .</i>		A	N	initials

RISK RATINGS: (probability x impact)

Legend:

H = High

M = Medium

L = Low

Probability	Impact	
	Low	High
High	M	H
Low	L	M

Figure 14 PAIR Process Framework

Communication Project and Plan Change Management Process

Changes to this Communication Project will be submitted to the EA Communication Project Manager and will need Sponsor approval. The Change Request Form is contained in Appendix F. Changes and revisions to this plan will be listed in this plan. Changes to the Communication and Training Plan will be distributed to key stakeholders upon issue.

Changes to Communication Projects can be requested by a team member, communication project manager, project sponsor, or defined stakeholder. Changes will be submitted to the EA Communication Project Manager and will need Sponsor approval. Changes will be recorded in the Project Plan and distributed to project team members and key stakeholders upon issue. The Communication Project Change Request Form is contained in Appendix H.

Project and Plan Metrics and Performance Measures

Adding "metrics" to communication provides alignment with objectives, requirements, laws, policies and commitments. To be accountable to EA stakeholders, we must add metrics to our Communication and Training Plan and projects.

Every EA communication project features inherent opportunities to measure success. This is contingent upon a number of factors unique to the project and defined by the project plan.

Overall Communication and Training Plan objective measures will reflect the success of this plan and of the VA Enterprise Architecture. Ultimately, what EA wants to know is the usage and usefulness of VA Enterprise Architecture, how well it meets business needs.

There are generally three levels of communication measurement: output, outtakes, and outcomes.

Output measurement assesses productivity. EA will measure output by fiscal quarters, by the number of communication projects and by website hits.

Determining outtakes relies on research to benchmark how awareness, retention and general understanding can be shifted over time in the desired manner. Initially, EA will measure outtakes by: 1) yearly verification of the business line functions, processes, and relationships, 2) feedback surveys from OEAM conferences, and 3) feedback and knowledge levels from EA training and certification. Incentives can be offered for survey participation, if needed.

Outcomes are based on similar research, but actually track changes in target audiences' opinion, attitudes and, ultimately, behavior. The initial benchmark of the above measures will drive the specific changes to the communication strategy

CURRENT PROJECTS

The following is a schedule of kickoff dates for current EA Communication Projects. Future communication projects will be added to this timeline.

Validation Project – January 2006

Role Based Web Navigation – February 2006
OEAM Conference – April 2006
EA e-Newsletter – May 2006
EA Training and Certification Program – June, 2006

OEAM Conference

This two day conference, the first week of April, will be a participatory event, in which VA Architects, industry representatives, and other government agencies will actively participate in focused discussions regarding the VA implementation of its Enterprise and Data Architecture.

The purpose of this conference is to declare the body of work that is the current Veterans Affairs Enterprise Architecture and solicit feedback on usability, relevance, and future requirements from EA stakeholders.

The objectives are:

1. Generate Action Items list from which to develop solutions that provide value to stakeholders and requirements the next EA release;
2. Charter working groups on identified topics;
3. For stakeholders to understand what VA EA is and how they relates to their business;
4. To learn what industry can bring to EA to assist with developing the next version of the enterprise architecture; and
5. Gain buy-in for three meetings per year.

The intention of the first communication project is to have two conferences per year with interim pre-conferences to maintain continuous communications with EA stakeholders.

The foundation of the stakeholder database is being developed from the invitation list to this first conference.

Partial Validation of VA EA Version 4.1

As part of the need to continuously update the VA EA, it is important at this time to get the feedback of the business community about the accuracy and completeness of the contents of certain artifacts in the VA Enterprise Architecture repository Version 4.1.

By mid January, 2005, the EA will have obtained specific validation feedback from representatives of each of the 15 VA business lines. The objects for validation are specific artifacts within the Performance Architecture and Business Architecture areas of the VA EA Version 4.1, as follows:

- Names, descriptions and classification of the VA business lines
- Names and descriptions of business functions under each business line

- Mappings of VA business functions to the FEA Business Reference Model
- Names and descriptions of business processes under each business function
- Relationships among business processes (precedence, dependence, etc.)
- Mappings of performance measures to business processes

The scope of validation is limited to generating reactions to existing artifacts. No new models are intended to be produced as a direct result of this project. The list of stakeholders generated from this validation will become the foundation business lines in the stakeholder database.

This project is initiated with the intention of repeating this validation on a yearly basis.

EA Training

The purpose of EA training is to educate internal EA staff and inform EA stakeholders both internal and external to EA on Enterprise Architecture.

The first step in developing the EA staff program is to determine the core competencies needed at various levels throughout the Veterans Administration. The next step is to develop a training curriculum with identified core competencies and direct EA training at various levels. VA internal resources will prove useful in this project.

Current efforts in training include the development of on-line tutorials. The development schedule is as follows:

Tutorial Title	Level	Release	Description
Full Site	General	Post 4.1 Release	Introduction to the Enterprise Architecture Site, Framework and Information
Role-Based Navigation	General	Post 4.1 Release	Role-Based Navigation for stakeholders. What is contained in each section for stakeholders and how to find needed information
Interpreting the FEA TRM	Detailed	Post 4.1 Release	How to navigate and find information in the FEA Technical Reference Model
Interpreting the FEA SRM	Detailed	Post 4.1 Release	How to navigate and find information in the FEA Service Component Reference Model
Interpreting the FEA DRM	Detailed	4.1	How to navigate and find information in the FEA Data Reference Model
Interpreting the FEA PRM	Detailed	4.1	Line of Sight and how to navigate in the FEA Performance Reference Model
Business Processes	Detailed	Post 4.1 Release	How to find the function, relationships and processes for defined VA business lines
As-Is	Detailed	Post 4.1 Release	Possible Integration from System Inventory to Business
Target	Detailed	Post 4.1 Release	Integration from System Inventory to Businesses
OMB Assessment	Detailed	Post 4.1 Release	

Table 7 EA On-Line Tutorial Development

EA stakeholders training will a web-based broadcast to be developed in conjunction with VALU.

It is hoped that once established, this training will become a VA standard and requirement for VA Enterprise Architecture. The groundwork for this project should be completed by June, 2006.

Role Based Web Navigation

In EA Version 4.1 role based navigation will be a valuable communications tool for the tracking and future identification of stakeholders. If roles are properly defined, tracking the number of hits per role will reveal the usage and interest of stakeholder categories and help to focus communication project efforts. This project will roll out with EA Version 4.1 and monitoring will be done on a weekly basis

E-Newsletter

The primary goal of The VA EA e-newsletter is to drive traffic to the website and to the content of EA. A secondary goal is to build awareness and educate stakeholders.

An on-line newsletter will be a quarterly report to stakeholder on EA with three stories, each offering a description and link to information on the EA website. The content can

vary from updates on EA to topics of particular interest. The newsletter can be backed up with an on-line survey to gain feedback on the newsletter and to measure success. This would reach all identified stakeholders and specific articles should be aimed at reaching a broader audience.

The goal is to kick-off this project in May 2006.

APPENDICES

Appendix A - EA Communication Project Charter - Template

Project Charter – Outline of Format

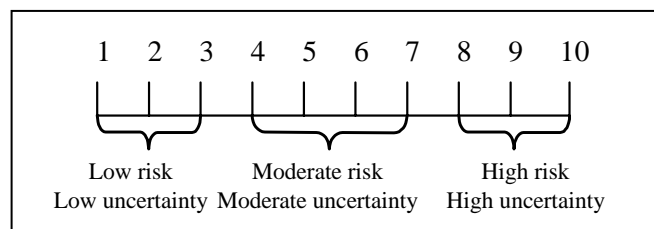
1. Overview
 - 1.1. Purpose
 - 1.2. Background
2. Project Scope
 - 2.1. Deliverables listed outlined in detail
3. Project Customers
 - 3.1. Key Stakeholder
 - 3.2. Customer Needs
 - 3.3. Customer Requirements
 - 3.4. Customer Acceptance Criteria
4. Deliverables
 - 4.1. Final Deliverable
 - 4.2. Interim Deliverables
 - 4.3. Organizational Deliverables
 - 4.4. Work Breakdown Structure (WBS) – high level (3 levels)
 - 4.5. Major Milestones

Milestone Description	Total Days	Start Date	Finish Date
-----------------------	------------	------------	-------------

5. Supporting Processes/ Systems Impacted

System or Process	Impact or Use
-------------------	---------------

6. Project quality assurance (risk assessment)



- 6.1. Assumptions
- 6.2. Risk/Contingency Planning (for each risk)

6.3. Reviews and Approvals Required

6.4. Status Reports Required

Who	What	Date Due
-----	------	----------

7. Change Management

7.1. The Project

7.2. The Organization

8. Team Resources

8.1. Team Assignments (including Project Org Chart)

8.2. Staffing Level Resource Estimate

Staff Effort			Staff Cost
Team Member or Suppliers Name	Work Effort	Cost per Staff Unit	Total Cost

9. Budget Resources

Type of Expense	Cost
-----------------	------

10. Close-out

10.1. Metric of Success

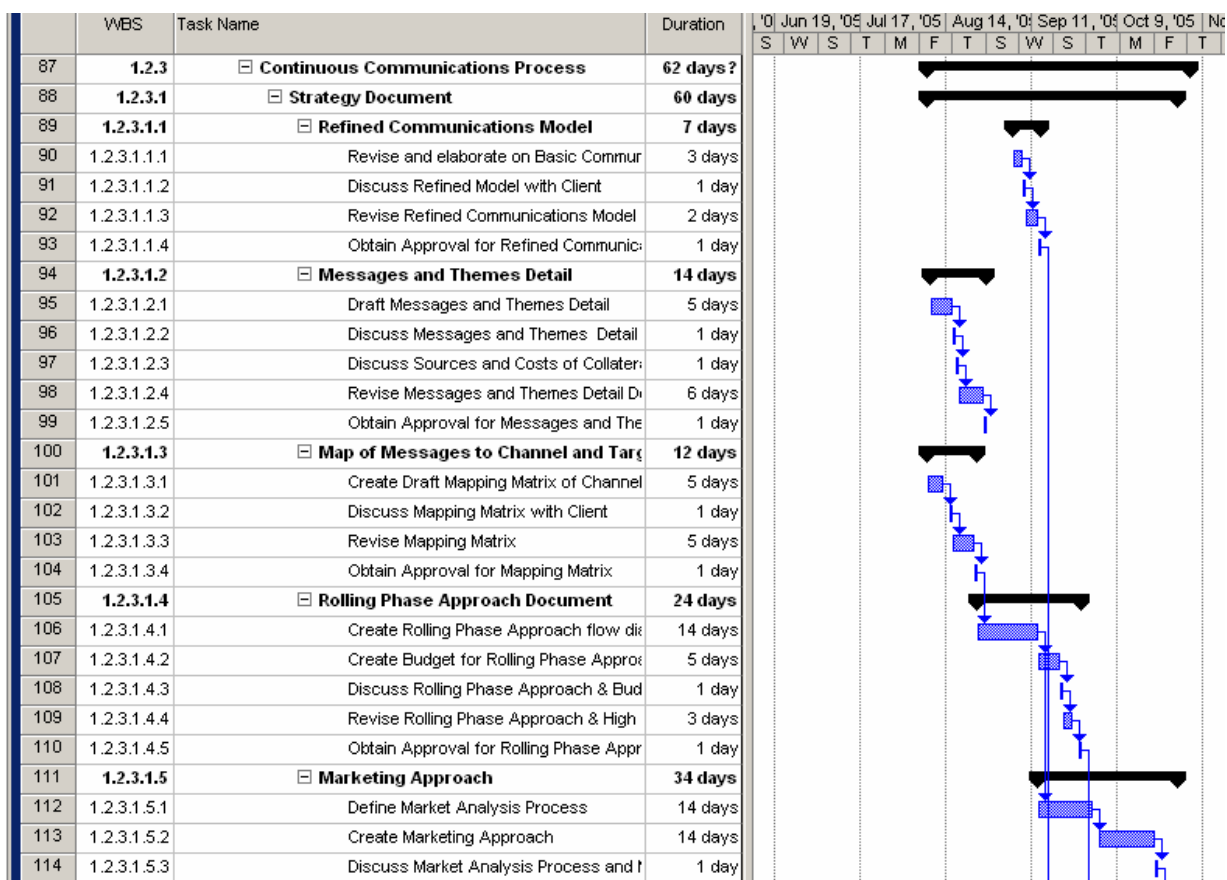
Appendix B - Development of WBS and Activities for EA Communication Projects - Template

Communication Project Activity Estimate	Project Sponsor	Responsible Organization
	Project Manager	Doing Organization
WBS No.	Title of Activity	
Activity No.		
Activity Description		
Activity Start Date		How Long will this activity take
Activity End Date		
Activities that need to happen before		Activities that need to happen after
Required Skills		
Resource/s Assignment		
Prepared by:		Approved by:

Appendix C – Sample Work Breakdown Structure (WBS)

WBS - Communication Plan	
1	Communication Plan
1.1	Methodology for Creating Communication Plan
1.2	Communication and Training Plan
1.2.1	Assessment
1.2.1.1	Draft Requirements Document
1.2.1.1.1	Basic Communication Model
1.2.1.1.2	ID Goals and Objectives
1.2.1.1.3	ID Stakeholders
1.2.1.1.3.6	Create Mailing List for Stakeholders
1.2.1.1.4	ID Target Audience
1.2.1.1.5	Scope Statement
1.2.1.5.2	Discuss Scope Statement and Rolling Wave Approach with Client
1.2.1.5.3	Develop Scope Change Management Plan
1.2.1.6	ID Channels
1.2.1.7	ID Messages and Themes
1.2.1.7.3	Discuss Collateral Types with Client
1.2.2	SWOT Analysis Document
1.2.2.1	SWOT Meeting
1.2.2.2	SWOT Matrix
1.2.2.3	SWOT Analysis
1.3	Communication and Training Plan Design
1.3.1	Strategy Document
1.3.1.1	Refined Communication Model
1.3.1.2	Messages and Themes Detail
1.3.1.2.3	Discuss Sources and Costs of Collateral with Client
1.3.1.3	Mapping of Messages to Channel and Targets
1.3.1.4	Rolling Phase Approach
1.3.1.4.1	Create Rolling Phase Approach flow diagram
1.3.1.4.2	Create Budget for Rolling Phase Approach
1.3.1.5	Marketing Approach
1.3.1.5.1	Define Market Analysis Process
1.3.1.5.2	Create Marketing Approach
1.3.2	Implementation Plan - Phase I
1.3.2.1	ID Internal & External Resources - Phase I
1.3.2.1.1	Create List of Potential Implementation Internal and External Resources Phase I
1.3.2.2	WBS - Phase I
1.3.2.3	Budget - Phase I
1.3.2.3.1	Prepare RFQ
1.3.2.3.2	Obtain quotes for outsourcing

Appendix D – Sample Gantt Chart



Appendix E – EA Communication Project Linear Responsibility Matrix - Template

Responsibility			Project Manager	Conference Planner	Planning Committee	Speaker Coordinator	Registration Coordinator	Special Need Coordinator	On Site Coordinator	OEAM Sponsor	OEAM Service Line Manager
Deliverable	Activity	Work Package									
Invitation List	Determine Participants	1.1	x							x	x
	Prepare Contact List	1.2			x						
	Confirm Attendance	1.3	x								
Conference Workgroups	Determine Areas of Interest	2.1								x	x
	Contact Leaders	2.2				x					
	Confirm Workgroup	2.3		x							
Conference Schedule	Determine Date of Conference	3.1			x					x	
	Prepare Time Slot Schedule	3.2	x								
	Match Workgroup Leaders to Topics	3.3	x								

Appendix F – Project Status Report - Template

EA COMMUNICATION PROJECT STATUS REPORT			
Project Name:			
Project Sponsor:			
Reporting Period:			
Scope Status:			
Deliverable/s	Review Status	Internal Customer Acceptance	
Changes to Plan:			
Description of Change	Date	Change Approved?	Revision to Plan
Schedule Status:			
Milestone	Planned Date	Actual Date	Programmed Date
Deliverables Completed since last update:			
Deliverable	Date Completed		
Deliverables Scheduled for completion:			
Deliverable	Scheduled Completion Date		
Issues:			
Issue	Action Taken	Action Required	Required Date
Overall Program Schedule:	___ Ahead ___ On ___ Behind ___ In Jeopardy		
Overall Staffing Status:	___ Over ___ On ___ Below ___ In Jeopardy		
Overall Spending Status:	___ Over ___ On ___ Below ___ In Jeopardy		

Appendix G – Communication Project Change Request Form

EA COMMUNICATION PROJECT CHANGE REQUEST FORM				
			Urgency:	
	Change request #:	Originator:	Change requested by:	Date requested:
Justification	Description of Change Requested:			
	Reason for Change:			
	Proposed Approach to Resolve:			
	Project Plan Area	Proposed Change(s)		
Impact	Impact on Scope			
	Impact on Scope Risk			
	Impact on Schedule			
	Impact on Staffing Effort			
	Impact on Spending			
	Other			
Approvals to Proceed:				
	Originator/Date	Project Leader/Date	Sponsor/Date	Customer/Date

Appendix H – Communication and Training Plan Change Request Form

EA COMMUNICATION AND TRAINING PLAN CHANGE REQUEST FORM				
			Urgency:	
	Change request #:	Originator:	Change requested by:	Date requested:
Justification	Description of Change Requested:			
	Reason for Change:			
	Proposed Approach to Resolve:			
Approvals to Proceed:				
	Originator/Date	Project Leader/Date	Sponsor/Date	Customer/Date

Appendix I – Current Inventory of Business Questions to EA

Inventory of Business Questions Directed to EA							
Business Question Number	Stakeholder Question to EA	Stakeholder Name & Contact Information	Question Venue	Question/Issue Classification	Action	Suspense	Status
	What role will Tele-Health (Tele-Medicine play in VA's future service delivery	General Discussion Topic	Salt Lake City EA Conference Feb 15 2006	Future Business Requirement	Develop Topic with Healthcare Stakeholders. Address in EA Future Vision in EA V4.2	Draft Discussion available with EA V4.2 Decision Draft 1/31/2007	Action Planned
	Will (and if so How) will Tele-Health (Tele-Medicine play in VA's future service delivery	General Discussion Topic	Salt Lake City EA Conference Feb 15 2006	Future Business Requirement	Develop Topic with Healthcare Stakeholders. Address in EA Future Vision in EA V4.2	Draft Discussion available with EA V4.2 Decision Draft 1/31/2007	Action Planned
	85% of VA's IT Budget is for Operations & Maintenance Cost Only 15% is for development -- This is a problem -- what can be done	General Discussion Topic	Salt Lake City EA Conference Feb 15 2006	System Obsolescence -- Questionable ROI	Develop and Execute Legacy review Program -- Emphasize System Performance Metrics -- Validate Ongoing Business Need -- Recommend Replacement/Retirement where Appropriate	Demonstrate increased Legacy System review activity in EA V4.2 1/31/2007	Action Planned
	Contact Management should begin at enlistment and follow the veteran through his military career.	General Discussion Topic	Seamless transition Taskforce Recommendation March 2004 Salt Lake City EA Conference Feb 15 2006	Changing Business Paradigm	Develop Topic with Stakeholders & Executive Fora. Address in EA Future Vision in EA V4.2	Draft Discussion available with EA V4.2 Decision Draft 1/31/2007	Action Planned
	One possible business strategy is to generate competition between businesses - OPM's ultimate goal is to generate competition between missions and use the results to reorganize government	David Paschane	Salt Lake City EA Conference Feb 15 2006	Metrics Development for business process and system efficiency and effectiveness	Answer This Question - Can a business case be made for using competition between business Lines to promote alternative solution selection (like natural selection)? If so, can metrics be developed to objectively quantify the competitive advantage and the	Draft Discussion available with EA V4.2 Decision Draft 1/31/2007 Work with stakeholder to develop this concept Propose developed metrics for inter-agency system comparison	Action Planned
	Forty different federal agencies provide votech-rehab services We need to think about competition	David Paschane	Salt Lake City EA Conference Feb 15 2006	Metrics Development for business process and system efficiency and effectiveness	Combine this activity with Question above	Draft Discussion available with EA V4.2 Decision Draft 1/31/2007 Work with stakeholder to develop this concept Propose developed metrics for inter-agency system comparison	Action Planned

Appendix J – Business line Verification Project Matrix

BY 2007 Exhibit 300 IT Portfolio							
Program	Project Manager	Phone	E-Mail	Fax	Date of Contact	Comments and Outcomes	Business Line
Allocation Resource Center (ARC)-2007	David Pike	781-849-1837 ext 125	david.pike@va.gov	781-849-0306			Acquisition and Materiel Management
Automated Monument Application System (AMAS) - 2007	Dennis Menor, Information Technology Specialist	703-441-3071	Dennis.Menor@cem.va.gov	703-441-3068			
BDN Maintenance and Operations-2007	Stephen Mercier	202-273-6901	irmsmerc@vba.va.gov	202-275-1283			
BIRLS/VADS	Ron Hawkins, Chief, Veteran Records Support Division	512-326-6320	rhawkins.austin@vba.va.gov	-			
Burial Operations Support System (BOSS)-2007	Kevin Guyan, Information Technology Specialist	703-441-3094	Kevin.Guyan@cem.va.gov	703-441-3068	11/23/2005 12/8/06	wcb - left message left message	Memorials and Burials
C&P Maintenance and Operations (non-BDN)-2007	Bernadette Pessagno Project Manager, C&P Systems	202-273-7065	bernadette.pessagno@vba.va.gov	-			
Capital Asset Management System-2007	Michael F. Boyce	202-357-3926	michael.boyce@va.gov	-			
Decision Support System (DSS) Legacy-2007	Eric Burgess	781-275-9175 X103	eric.burgess@med.va.gov	-			
Decision Support System Modernization-2007	J. Ned Shamon	781-275-9175 ext 104	ned.shamon@med.va.gov	-			
Education Maintenance and Ops (non-BDN)-2007	Roma Daniels	202-273-6982	oisrdani@vba.va.gov	-			
Enrollment (Includes Income Verification)-2007	Mark D. Warner	518-449-0653	Mark.warner@med.va.gov	-			
e-Payroll-2007	Angela Curtis	202-273-9779	vacocurtia@mail.va.gov	202-273-9371	12/8/2005, 1/19/06, 1/30/06	Suggested "Bob" Barratta, PM for HR	Human Resources
Federal Health Information Exchange (FHIE)-2007	Donham, Greg W.	727-398-9468	Greg.Donham2@med.va.gov	727-398-9358			
Fee Basis Replacement-2007	Carol Chipman	303-331-7522	carol.chipman@med.va.gov	-			
Financial Management System (FMS)-2007	Michael B. Whittington	(202) 273-9495	Mike.Whittington@mail.va.gov	(202) 273-9370			Finance and Accounting
Health Admin Center (HAC) IT Operations-2007	Joe Williams	720-889-2346	Joseph.williams@med.va.gov	-			
Health Data Repository-2007	Cromwell, Tim	801-588-5222	tim.cromwell@med.va.gov	801-588-5004			
HealtheVet-Vista -2007	Howard Green	(816) 701-3015	howard.green@med.va.gov	816 701 3015	12/8/2005	He suggested Rob Kolodner, Ol- Dr.	Medical Care
Information Technology Enterprise Program Management Initiative-2007	Charles S. Warner	202-273-7093	charles.warner1@mail.va.gov	202-273-6078	12/8/2005	wcb - left message	Information Technology
Insurance System Maintenance and Operations 2007	Buffington, Thomas	215-381-3034	thomas.buffington@vba.va.gov	215-381-3506			Insurance
IT Infrastructure-2007	Carol Williams	202-273-9582	carol.williams@va.gov	-			
Loan Guaranty Maintenance and Operations-2007	Susan Fannin	512-326-6855	susan.fannin@vba.va.gov	-			Loan Guaranty
Medical and Prosthetic Research-2007	Jack Wu	301-734-0504	Jack.wu@hq.med.va.gov	202-254-0202	12/8/2005	wcb left message	Medical Research
My HealtheVet-2007	My HealtheVet Program Director, Virginia Price	202-498-1547	ginger.price@med.va.gov	301-734-0365	12/8/2005, 1/10/06	wcb - left message Not interested in participating	Medical Care
Patient Financial Services System (PFSS)-2007	Yvonne Hochfelder	(202) 273-9448	yvonne.hochfelder@va.gov	-	12/8/2005	wcb - left message	Insurance
Payroll/HR Systems - 2007	Tammy Watson	205-554-3452	tammy.watson@va.gov	(202) 273-9371			Compensation
Pharmacy Re-Engineering and IT Support-2007	Michael L. Mims, Sr. Project Manager	202-273-6833	mike.mims@med.va.gov	-			
Program Integrity/Data Management-2007	Shields, Dana	561.422.2319	lgydshie@vba.va.gov	-			
Scheduling Replacement Project-2007	Tonya Drew, Senior Project Manager	(202) 273-7016	tonya.drew@med.va.gov	561.422.2393			
The Education Expert System (TEES)-2007	Rodney Alexander Technical Project Manager	202-273-9582	oisralex@vba.va.gov	-			
VA Information System Security (VAISS) - 2007	Carol Williams	440-526-3030 x 6647	carol.williams@va.gov	202 273-6135			
VA-Learning Management System-2007	Joseph V. Schaefer	202-273-8898	Joseph.schaefer@lrn.va.gov	440-838-6034	12/8/2005 1/31/06 2/1/06	wcb - left message Talked to Package sent for review Will set up meeting with Schaefer and Morgan Bantly soon	Training and Education
VA-Wide e-Travel Solution-2007	Robert Wilson	301-734-0112	robert.wilson@mail.va.gov	(202) 273-9357			
Vista Imaging-2007	Dayhoff, Ruth E (M.D.)	518-449-0263	ruth.dayhoff@med.va.gov	301-734-0111			
Vista Laboratory IS System Re-engineering-2007	Latham, Cheryl	205-943-2310	cheryl.latham@med.va.gov	518-449-0200			
Vista Legacy-2007	Robert E. Scott, Associate Deputy Director, Innovation & Procurement Service, HSITES	202-273-7303	robert.scott@mail.va.gov	-			
VR&E Maintenance and Operations (non-BDN)-2007	Donna Cunningham		oisdcunn@vba.va.gov	-			